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Executive Registry

75-6734

26 February 1975

MEMORANDUM FOR: DCI

SUBJECT : Management Committee Performance

1. Action Suggested: Task the Committee to be a policy formulation body advisory to the DCI. Create two Subcommittees, namely, an Administrative Subcommittee chaired by the DDA and a Resource Subcommittee chaired by the Comptroller so as to free the Committee for policy formulation, innovation and general oversight. Appoint Mr. Duckett Chairman and eliminate Vice Chairman position, reserving DDCI's role as indicated in paragraph 3C.

2. Background:

A. Weaknesses

(1) Two years of experience with the Management Committee format suggests it is a reactor rather than an innovator. The Committee has drifted into a forum in lieu of coordination. Its potential as a body for conceiving or ratifying major policy positions has not been realized. An examination of topics which occupy most agendas indicates that far too much time is being spent on "housekeeping." Its focus on resource-related matters has become superficial when compared to the considerations and options which would be vented in a strenuous coordination process at the staff level.

(2) Perhaps the Committee's greatest deficiency is that it is not a body that can exercise follow-through and periodic oversight, even on those items which have commanded its attention. Essentially it is a reactor to paper forwarded by its individual members.

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(3) There is a tendency to defer until a "winter conference" or some DCI planning session the major problems we may anticipate.

B. Strengths

The Director has indicated that the Committee resolves a number of particularly important problems which, in another environment, would require his personal involvement. He feels adequately informed. Additionally, all members welcome Committee Meetings as a forum for an uninhibited exchange of views. When compared to past culture in the Agency, it is ecumenical with each Deputy and Senior Staff knowing more about other Directorate problems and plans in order to make an early input on those matters which will impact on the way we do business. It can be said that the Committee has transacted more business than that accomplished by the Deputies' meetings with the Executive Director.

3. An Alternative:

A. Appoint Mr. Duckett Chairman. It would also accommodate the "fact of life" that the DCI seldom attends a Committee Meeting. In Mr. Duckett's absence, Mr. Proctor would be Acting Chairman.

B. Create subordinate committees to the Management Committee, one for administration and the other directed to resource management. The Administrative Subcommittee chaired by the DDA would be composed of the four Associate Deputy Directors with, of course, the Director of Personnel, Director of Training, Director of Finance, AO/DCI or any office head sitting in on those meetings pertaining to his responsibilities. The Resource Subcommittee chaired by the Comptroller would be composed of the senior planning officers from each Directorate, with the Subchairman free to call meetings as required on individual topics at the Associate Deputy Director level.

C. With regard to the work of these two Subcommittees, the Management Committee would ordinarily meet on only those items where an issue cannot be resolved at the Subcommittee level. Otherwise, the Subcommittees would refer their work back to the line for review and approval by the appropriate Deputy Director(s). If DCI

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approval is required, it would come forward as an ordinary action memorandum. Additionally, each Subcommittee Chairman is free to recommend to the Chairman that the Committee meet on any topic. It would be helpful for each Subcommittee to have a charter on what actions must be reviewed by each. Initially, a useful guideline would be to meet (or obtain telephonic concurrence) on major actions which the DDA and Comptroller are forwarding to the DCI for approval. In those cases where statutes or regulatory issuance dictate otherwise, the Executive Secretary could at his discretion forward to the DDCI for sign off "for the DCI." If in doubt, the DDCI would consult the DCI.

4. Administration: The Executive Secretariat will continue to support the Committee. Perhaps the Executive Secretary should officially become Executive Secretary to the Committee. Each of the Subcommittees will be supported by the Subcommittee Chairman's own staff. They (DDA and Comptroller Staffs) will keep the Executive Secretary informed of topics being reviewed so that he will not inadvertently forward to the DCI for approval a paper related to a topic under discussion. The Executive Secretary's role as a monitor of performance in response to Committee actions will be limited to reminding the Committee Chairman as well as the Chairmen of the two Subcommittees of topics they are obligated to report on. One of the early chores of the senior Committee would be to establish periodic reporting requirements to the DCI. In coordination with the Comptroller and DDA, the Executive Secretary will develop periodic listings of major issues or policy questions that seem to warrant Committee attention. Each member would be obligated to surface topics for review, but a much less structured environment would prevail than has been the case in the past, i.e., every agenda item supported by a paper.

5. The months ahead promise more preoccupation by the DCI and his principal deputies in responding to external investigations. The changes outlined herein might ease their burden by reserving for them involvement in only major management decisions. There are undoubtedly other therapeutic measures that one might conceive of. If this paper serves no other purpose than to cause some discussion of management in a turbulent environment, it has served its purpose.



B. C. Evans

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DCI/DDCI
Routing Slip

TO:

		ACTION	INFO.			ACTION	INFO.
1	DC			11	LC		
2	DDC			12	IG		
3	S/MC			13	Compt		
4	DDI			14	Asst/DCI		
5	DD			15	AO/DCI		
6	DDA			16	Ex/Sec	✓	
7	DDC			17			
8	D/DC/IC			18			
9	D/DC/NIO			19			
10	GC			20			

SUSPENSE _____

Date _____

Remarks:

Thanks - but
I think we should
keep it at the DD
level for maximum
interchange of info -
+ I will set up
a "Winter Conf" now
that VA is over -

DCI/Asst

5/2/75

TRANSMITTAL SLIP		DATE
TO: Mr. George Carver		
ROOM NO.	BUILDING	
REMARKS:		
<p><i>me/k - pls see me p.</i></p> <p>Although dated, in light of the DCI's remarks at this week's Management Committee meeting, I am dropping this into the ^{FYK}mill for whatever it may be worth.</p> <p>cc: Each MC Member Mr. Cary</p> <div style="border: 1px solid black; width: 100px; height: 40px; margin: 10px auto;"></div>		
FROM: B. C. Evans, Executive Secretary		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.

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